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with earlier conditions in England. It is a book of importance because of the significant changes that took place during the war, and also because the interruption of communication with Europe during the war made it impossible for us by the ordinary methods to keep up with the changes in this field of labor problems.

E. H. SUTHERLAND

UNIVERSITY OF ILLINOIS

Consumers' Co-operation. By ALBERT SONNICHSEN, New York: The Macmillan Company, 1919. Pp. xix+223. \$1.75.

In this little volume the author has attempted to write a brief history of the co-operative movement explaining in detail the relationship between consumers' co-operation and productive co-operation, farmers' co-operative societies, profit-sharing, labor copartnership, etc. In part two of the book he discusses consumers' co-operation and the labor movement and consumers' co-operation and socialism.

In tracing the early history of co-operation he indicates very clearly his sympathy for consumers' co-operation as against all other forms of co-operation which must be tolerated as a part of the co-operative movement however irrational or inconsistent their programs are. Consumers' co-operation will succeed when the Rochdale principles are followed and when all other factors political, economic, and social are excluded from the program. The above is another of many attempts which have been made to explain why consumers' co-operation has uniformly failed in the United States with the exception of the recent experiments which have not had time to demonstrate whether they will endure or not. However much we may wish to see consumers' co-operative societies succeed, in the light of American experience we cannot accept his enthusiastic conclusion that consumers' co-operative societies will always succeed when established on the Rochdale principles.

In the author's discussion of the Purity Co-operative Bakery of Paterson, N. J., the author states that the Federal Food Control Board fixed the price of bread at a point which enabled this society to make too much money and although the Federal Food authorities were appealed to they would not change their ruling with reference to the price. In the interests of accuracy the price of bread in each state was not fixed by the National Federal Authorities but by the State Federal Authorities and the prices fixed were usually maximum prices. Nearly everywhere chain stores and others sold bread at prices below the maximum fixed by the authorities of the Food Administration.

The author has a keen imagination to conclude that the political views of Thomas Jefferson are very similar to those of Michael Bakunin and Lenine.

The book is well written and is a clear exposition of consumer's co-operation.

J. E. HAGERTY

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The Human Factor in Industry. By LEE K. FRANKEL and ALEXANDER FLEISHER. New York: The Macmillan Company, 1920. Pp. 366. \$3.00.

This work is a sweeping survey of the popular and technological literature covering selected problems in the field of personnel administration. The authors have given us very little that is new, either in point of view and method of analysis or in subject-matter. The text is organized around a list of subjects including: "Hiring and Holding"; Education"; "Working Hours"; Working Conditions"; "Medical Care"; "Methods of Remuneration"; Refreshment and Recreation"; "The Employer and the Community"; "Insurance, Savings, and Loans"; "Organization of the Department of Labor Administration." Each of these subjects is developed by describing the current industrial practices as revealed in the literature of the subject. There is little searching of these practices to discover and formulate the fundamental principles and policies that must be developed before either a satisfactory science or art of personnel administration can be developed. By definition, the authors exclude some of the most troublesome problems and conditions that confront the industrial manager. Labor administration is defined as "those activities carried on by employers and employees jointly or separately which benefit both, have as their unit the industrial plant and are not enforced by law or by organized labor." There may well be difference of opinion as to the relations that should be established with organized labor, but it seems highly artificial to remove, by definition, this problem from the field of personnel administration. Neither is it correct to assume, as the authors do, that labor legislation and union activities are merely negative factors. No small part of the progress made in matters of labor administration has been the direct result of the activities of these agencies.

Although there is little in this book to interest the more sophisticated students of labor administration, it is a valuable survey for the general